INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED
FINANCIAL STATEMENTS
DECEMBER 31, 2025

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DECEMBER 31, 2025

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Bogle and Company
Chartered Accountants
Worrick Bogle FCCA, FCA, CPA

Independent Auditor's Report

To the Registrar of Co-operative Societies

Insurance Employees Co-operative Credit Union Limited

(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Insurance Employees Co-operative Credit Union Limited ("the Credit Union") set out on pages 6 to 38, which comprise the statement of financial position as at December 31,2025,and the statements of profit or loss , statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements including material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Credit Union as at December 31, 2025 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS), and the Co-operative Societies Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Credit Union in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditor's Report (cont'd)

To the Registrar of Co-operative Societies

Insurance Employees Co-operative Credit Union Limited

(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matters (cont'd)

Key Audit Matters	How the matters were addressed during the audit
The Credit Union recognised an increase in expected credit loss during the year of $35,076,436, resulting in a closing allowance of $41,307,937 and a materially higher deficit when compared to the previous the year. The measurement of expected credit loss involves significant management judgement, which includes the assessment of significant increases in credit risk, the determination of default, the incorporation of forward-looking information, and reliance on a management expert to develop the expected credit loss model. As a result, expected credit loss required significant auditor attention and was considered a key audit matter.	We: • Evaluate the competence, capabilities and objectivity of expert engaged by management to assist with the expected credit loss calculation. • Test the completeness and accuracy of loan data used in the model, including loan balances, arrears status and key attributes used for staging. • Assess the appropriateness of management's criteria for staging loans, which includes indicators of significant increase in credit risk and definitions of default, and evaluate consistency with arrears reports and historical loss experience. • Evaluate the reasonableness of key assumptions and methodologies used in the expected credit loss model, including the treatment of forward-looking information. • Compare the IFRS 9 expected credit loss allowance with regulatory provisioning requirements for governance purposes and evaluate the related disclosures. • Verify the mathematical accuracy of the allowance movement and agreeing the closing allowance to the general ledger and the disclosures in Note 7 of the financial statements.

Independent Auditor's Report (cont'd)

To the Registrar of Co-operative Societies

Insurance Employees Co-operative Credit Union Limited

(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (cont'd)

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report. The annual report is expected to be made available to us after the date of this auditor's report. Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Board of Directors

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards (IFRS) and the Co-operative Societies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Credit Union's ability to continue as a going concern and disclosing, as applicable, matters related to going concern.

The Board of Directors is responsible for overseeing the Credit Union's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISAs) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the appendix of this auditor's report. This description, which is located on page 5, forms part of our auditor's report.

Report on Legal and Regulatory Requirements

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by Co-operative Societies Act, in the manner required.

The engagement partner on the audit resulting in this independent auditor's report is Worrick Bogle.

BOGLE & COMPANY
Chartered Accountants
April 22,2026

Appendix to the Independent Auditor's report

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Credit Union's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Credit Union's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Credit Union to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Assets	Notes	2025 $	2024 $
Non-current assets			
Earning:			
Financial investments	6	366,408,704	356,211,726
Loans originated	7	1,652,565,558	1,614,187,635
		2,018,974,262	1,970,399,361
Non-earning:			
Property, plant & equipment	8	49,288,874	50,548,690
Intangible assets	9	3,738,550	-
		53,027,424	50,548,690
Current assets			
Earning:			
Financial investments	6	23,636,943	51,833,952
Loans originated	7	23,560,533	67,267,946
Cash & cash equivalents	10	88,439,893	87,314,857
		135,637,369	206,416,755
Non-earning:			
Other assets	11	7,217,812	9,391,793
Cash & cash equivalents	12	67,845,482	47,404,951
		75,063,294	56,796,744
Total assets		2,282,702,349	2,284,161,550

INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2025

Equity and liabilities	Notes	2025	2024
		$	$
Equity:			
Members' permanent shares	13	28,253,505	28,373,906
Institutional capital	14	265,848,960	265,845,992
Non-institutional capital	15	42,505,205	175,878,637
Accumulated deficit	16	(42,863,786)	(77,477,053)
		293,743,884	392,621,482
Non-current liabilities			
Interest-bearing liabilities:			
Members' voluntary shares	17	114,741,053	69,364,912
External loans	18	20,119,710	-
		134,860,763	69,364,912
Current liabilities			
Interest-bearing liabilities:			
Members' voluntary shares	17	847,323,826	856,136,028
External loans	18	82,207,337	73,377,073
Members' deposits	19	879,678,026	837,329,754
		1,809,209,189	1,766,842,855
Non-interest-bearing liabilities:			
Deferred income	20	9,116,485	7,390,791
Payables & accruals	21	35,772,028	47,941,510
		44,888,513	55,332,301
Total equity and liabilities		2,282,702,349	2,284,161,550

The financial statements were approved for issue by the Board of Directors on April 22, 2026 and signed on its behalf by:

Andre McFarlane (Mr.)
President

Macherie Hamilton-Clarke (Ms.)
Secretary

INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED
STATEMENT OF PROFIT OR LOSS
YEAR ENDED DECEMBER 31, 2025

	Notes	2025	2024
		$	$
Interest income			
Interest on members' loans		173,267,887	151,826,596
Interest on investments		26,278,802	33,200,973
		199,546,689	185,027,569
Interest expense on deposits		(16,125,014)	(14,965,868)
Interest expense on shares		(4,809,930)	(4,627,505)
Net interest income		178,611,745	165,434,196
(Increase)/Decrease in expected credit loss	7	(35,076,436)	1,608,370
Interest income after allowance for loan loss		143,535,309	167,042,566
Non-interest Income			
Fees		15,158,371	11,693,237
Rental income		2,889,320	2,987,531
		18,047,691	14,680,768
Gross profit		161,583,000	181,723,334
Staff cost	22	(124,565,160)	(119,577,236)
Administrative expenses	23	(52,431,966)	(52,691,419)
Promotion expenses	24	(5,180,262)	(4,967,296)
Representation & affiliation expenses	25	(11,803,901)	(11,912,126)
Finance cost	26	(6,599,130)	(6,324,325)
		(200,580,419)	(195,472,402)
Deficit for the year		(38,997,419)	(13,749,068)

INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED
STATEMENT OF CHANGES IN EQUITY
YEAR ENDED DECEMBER 31, 2025

	Permanent shares	Institutional capital	Non-Institutional capital	Accumulated deficit	Total
	$	$	$	$	$
December 31, 2023-Restated	27,016,009	265,842,570	162,610,848	(46,254,178)	409,215,249
Deficit for the year				(13,749,068)	(13,749,068)
Prior year adjustments -accrued expenses			17,473,807	(17,473,807)	-
Loan loss reserve			23,969		23,969
Share transfer fund	115,672				115,672
Shares subscription	1,242,225				1,242,225
Entrance fees		3,422			3,422
Decrease in value of equity instruments			(4,229,987)		(4,229,987)
December 31, 2024	28,373,906	265,845,992	175,878,637.00	(77,477,053)	392,621,482
Deficit for the year				(38,997,419)	(38,997,419)
Loan loss reserve			(67,758,867)		(67,758,867)
Share transfer fund	(120,401)		786,851		666,450
General reserves			(73,610,686)	73,610,686	-
Entrance fees		2,968			2,968
Increase in value of equity instruments			7,209,270		7,209,270
December 31, 2025	28,253,505	265,848,960	42,505,205	(42,863,786)	293,743,884

INSURANCE EMPLOYEES CO-OPERATIVE CREDIT UNION LIMITED
STATEMENT OF CASH FLOW
YEAR ENDED DECEMBER 31, 2025

	2025 $	2024 $
Cash flows from operating activities		
Deficit for the year	(38,997,419)	(13,749,068)
Adjustment to reconcile profit for the year to net cash from operating activities		
Deferred income	1,725,694	2,790,915
Depreciation	2,514,766	1,016,271
Amortization	632,065	-
loan loss reserve	(67,758,867)	-
Depreciation retired	(1,729,683)	-
Increase /(Decrease)in the value of equity instruments	7,209,270	(4,229,987)
Decrease in other assets	2,173,981	4,331,420
(Decrease)/ Increase in payables & accruals	(12,169,482)	(6,701,780)
Cash used in operating activities	(106,399,675)	(16,542,229)
Cash flows from investing activities		
Financial investments	18,000,031	109,704,997
Loans originated	5,329,490	(188,720,434)
Disposal	1,770,849	
	(4,370,615)	
Acquisition of property, plant and equipment	(1,296,116)	(5,824,978)
Cash provided by/(used) in investing activities	19,433,639	(84,840,415)
Cash flows from financing activities		
Members' voluntary shares	36,563,939	32,632,823
Members' deposits	42,348,272	50,753,915
External loans	28,949,974	(1,833)
Loan transfer fund	786,851	-
Permanent shares	(120,401)	1,357,897
Entrance fees	2,968	3,422
Cash provided by financing activities	108,531,603	84,746,224
(Decrease)/increase in cash & cash equivalents	21,565,567	(16,636,420)
Cash & cash equivalents at the beginning of the year	134,719,808	151,356,228
Cash & cash equivalents at the end of the year	156,285,375	134,719,808
Represented by:		
Cash in hand	404,154	426,373
Cash at bank	108,887,357	85,863,879
Short term investments	46,993,864	48,429,556
	156,285,375	134,719,808

1. Identification & Activities

The Insurance Employees Co-operative Credit Union Limited is a Co-operative Society registered under the Co-operative Societies Act. Membership is restricted to present and past employees of Life, Health and General Insurance Companies, Building Societies along with their extended families. The Credit Union's operations are concentrated in the parishes of St. Andrew and St. James. The registered office and principal place of business is located at 27 Parkington Plaza, Kingston 10.

The objectives of the credit union are to promote thrift among its members and to create hereby a source of credit for its members at competitive rates of interest for provident and productive purposes.

To receive the savings of its members

To invest in any security in which trustees are for the time being by Law authorized to invest.

To borrow money as provided by the rules of the Credit Union subject to the provisions of the Law and Regulations.

To draw, make, accept, endorse, discount, execute and issue Promissory Notes, Bills of lading, Bills of Exchange, Bills of Sale, Warrants and other negotiable or transferrable instruments.

The bond has been extended to include:

1. Holders of Insurance Policies
2. Members/Customers of Financial Institutions

2. Basis of preparation

a. Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and their interpretations adopted by the International Accounting Standards Board (IASB).

Certain new and amended standards came into effect during the current financial year. The Credit Union has assessed these new and amended standards and conclude that the following is relevant to its operations.

2. Basis of preparation(cont'd)

a. Statement of compliance(cont'd)

New, and amended standards and interpretations that became effective during the year.

Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates: Lack of exchangeability. Effective for annual reporting periods beginning on or after 1 January 2025. (Earlier application is permitted)

Under IAS 21 The Effects of Changes in Foreign Exchange Rates, an entity uses a spot exchange rate when translating a foreign currency transaction. In some jurisdictions, no spot rate is available because a currency cannot be exchanged into another currency. IAS 21 was amended to clarify: • when a currency is exchangeable into another currency; and • how an entity estimates a spot rate when a currency lacks exchangeability.
This amendment did not have any material impact on the financial statements.

New, revised and amended standards and interpretations that have been issued and not yet effective.

Amendments to IFRS 9 and IFRS 7 Amendments to the Classification and Measurement of Financial Instruments .Effective for annual reporting periods beginning on or after 1 January 2026. (Earlier application is permitted)

Settlement of liabilities through electronic payment systems: There has been diversity in practice over the timing of the recognition and derecognition of financial assets and financial liabilities, particularly when they have been settled using electronic payment system. The amendments to IFRS 9 clarify when a financial asset or a financial liability is recognised and derecognised. Under the amendments, an entity generally derecognises its financial liability on the settlement date. Normally this is the date, on which payment is completed. The amendments also provide an exception, which allows the company to derecognise its financial liability before the settlement date, i.e. on the date when payment is initiated and cannot be cancelled. The exception is available when the entity uses an electronic payment system that meets all of the following criteria: • no practical ability to withdraw, stop or cancel the payment instruction; • no practical ability to access the cash to be used for settlement as a result of the payment instruction; and • the settlement risk associated with the electronic payment system is insignificant. Entities can choose to apply the exception to electronic payments on a system-by-system basis.

Classification of financial assets with contingent features Under IFRS 9. It was unclear whether the contractual cash flows of some financial assets with contingent features represented SPPI, which is a condition for measurement at amortised cost. This could have resulted in such assets being measured at fair value through profit or loss.

2. Basis of preparation (cont'd)

a. Statement of compliance(cont'd)

New and amended standards and interpretations that have been issued but not yet effective.(cont'd)

Amendments to IFRS 9 and IFRS 7 Amendments to the Classification and Measurement of Financial Instruments Effective for annual reporting periods beginning on or after 1 January 2026. (Earlier application is permitted.) (cont'd)

Classification of financial assets with contingent features Under IFRS 9 (cont'd)

The amendments introduce an additional SPPI test for financial assets with contingent features that are not related directly to a change in basic lending risks or costs – e.g. where the cash flows change depending on whether the borrower meets an ESG (Environment, Social and Governance) target specified in the loan contract. Under the amendments, certain financial assets including those with ESG-linked features could now meet the SPPI criterion, provided that their cash flows are not significantly different from the cash flows of an identical financial asset without such a feature. The amendments also include additional disclosures for all financial assets and financial liabilities that have certain contingent features.

Amendments to IFRS 9 and IFRS 7 Amendments to the Classification and Measurement of Financial Instruments (Effective for annual reporting periods beginning on or after 1 January 2026. Earlier application is permitted.)

Contractually linked instruments (CLIs) and non-recourse features.The amendments clarify the key characteristics of CLIs and how they differ from financial assets with non-recourse features. The amendments also include factors that an entity needs to consider when assessing the cash flows underlying a financial asset with non-recourse features (the 'look through' test).

Disclosures on investments in equity instruments The amendments require additional disclosures for investments in equity instruments that are measured at fair value through other comprehensive income (FVOCI).

IFRS 18 Presentation and Disclosure in Financial Statements (Effective for annual reporting periods beginning on or after 1 January 2027. Earlier application is permitted.) IFRS 18 replaces IAS 1 Presentation of Financial Statements.

The major changes in the requirements are summarised below:.

A more structured statement of profit or loss :

FRS 18 introduces newly defined 'operating profit' and 'profit or loss before financing and income tax' subtotals and a requirement for all income and expenses to be allocated between three new distinct categories based on the entity's main business activities: operating, investing and financing.

2. Basis of preparation (cont'd)

a. Statement of compliance (cont'd)

New and amended standards and interpretations that have been issued but not yet effective.(cont'd)

A more structured statement of profit or loss,(cont'd)

Under IFRS 18, entities are no longer permitted to disclose operating expenses only in the notes. An entity is required to present operating expenses in a way that provides the 'most useful structured summary' of its expenses by either: • nature; • function; or • using a mixed presentation. If any operating expenses are presented by function, then new disclosures apply.

IFRS 18 also requires some 'non-GAAP' measures to be reported in the financial statements. It introduces a narrow definition for Management-defined Performance Measures ("MPMs"), requiring them to be: • a subtotal of income and expenses; • used in public communications outside the financial statements; and • reflective of management's view of financial performance. For each MPM presented, entities need to explain in a single note to the financial statements why the measure provides useful information, how it is calculated and reconcile it to an amount determined under IFRS Accounting Standards.

Greater disaggregation of information: To provide investors with better insight into financial performance, the new standard includes enhanced guidance on how entities group information in the financial statements. This includes guidance on whether information is included in the primary financial statements or is further disaggregated in the notes. Entities are discouraged from labelling items as 'other' and are required to disclose more information if they continue to do so.

Other changes applicable to the primary financial statement: IFRS 18 sets operating profit as a starting point for the indirect method of presenting cash flows from operating activities and eliminates the option for classifying interest and dividend cash flows as operating activities in the cash flow statement (this differs for entities with specified main business activities). It also requires goodwill to be presented as a separate line item on the face of the balance sheet.

Transition: In its annual financial statements prepared for the period in which the new standard is first applied, an entity shall disclose, for the comparative period immediately preceding that period, a reconciliation for each line item in the statement of profit or loss between: • the restated amounts presented applying IFRS 18; and the amounts previously presented applying IAS 1.

These amendment are not expected to have any material impact on the financial statements of the Credit Union.

2. Basis of preparation (cont'd)

b. Reporting currency

The amounts stated in the financial statements are in Jamaican Dollars which is the functional currency of the primary economic environment in which the Credit Union operates. All amounts are rounded to the nearest dollar.

c. Basis of measurement

The financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair value.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

d. Basis of measurement

In addition, for financial reporting purposes, fair value measurements are categorised into level 1,2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows: Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Credit Union can access at the measurement date. Level 2 inputs are inputs, other than quoted prices included within level 1, that are observable for the asset or liability, either directly or indirectly; and level 3 inputs are unobservable inputs for the asset or liability.

e. Use of estimates and judgements

The preparation of the financial statements to conform with International Financial Reporting Standards (IFRS) requires management to make estimates and assumptions that affect the reported amounts of, and disclosures relating to assets and liabilities at the end of the reporting period, and the income and expenses for the year ended. Actual amounts could differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to the accounting estimates are recognized in the period in which the estimate is revised, and future period if the revision affects both current and future periods

Judgements made by management in the application of International Reporting Financial Standards (IFRS) that have material effect on the financial statements and estimates with a significant risks of material adjustments are discussed below

2. Basis of preparation (cont'd)

e. Use of estimates and judgements(cont'd)

I. Useful Lives of Property, plant and equipment

The useful life of property, plant and equipment are reviewed at the end of the reporting period, and, if any expectations differ from previous estimates, the charge is accounted for as a change in accounting estimates.

II. Going concern

The preparation of the financial statements in accordance with International Financial Reporting Standards (IFRS) assumes that the Credit Union will continue in operational existence for the foreseeable future. This means that the statement of profit or loss and other comprehensive income and the statement of financial position assume no intention or necessity to liquidate the Credit Union or curtail the scale of operation.

3. Material Accounting Policies

a. Property, Plant and Equipment

The cost of an item of property, plant and equipment is recognised as an asset if, and only if: It is probable that future economic benefits associated with the item will flow to the Credit Union; and the cost of the item can be measured reliably

An item of property, plant and equipment that qualifies for recognition as an asset is measured at its cost less accumulated depreciation.

The depreciable amount of an asset is allocated on a systematic basis over its useful life. Depreciation is calculated using the straight-line method. The annual rates of depreciation are as follows:

Building 2.5 %
Furniture, fixture and fittings 10%
Office equipment 10%
Computer 20 %

b. Intangible assets

Intangible assets represent computer software. This is presented as cost less accumulated amortization cost. The estimated useful life of computer software is 5 years and is amortized at the rate of 20 % per annum on a straight-line basis.

3. Material Accounting Policies(cont'd)

c. Employee benefits

The cost of providing employee benefits is recognised in the period in which the benefit is earned by the employee, rather than when it is paid, and each category of employee benefits are measured, providing detailed guidance in particular about post-employment benefits.

Post-employment benefit plans are informal or formal arrangements where an entity provides post-employment benefits to one or more employees, e.g. retirement benefits (pensions or lump sum payments), life insurance and medical care.

The accounting treatment for a post-employment benefit plan depends on the economic substance of the plan and results in the plan being classified as either a defined contribution plan or a defined benefit plan.

The Credit Union contributes to a defined contribution plan. Contribution by the Credit Union to this plan is an expense to the Credit Union and the Credit Union bears no further risk nor obligation.

d. Financial Instruments: Classification; Recognition; Derecognition and Measurement

A financial instrument is an instrument that gives rise to a financial asset in one entity and a financial liability or equity instrument of another entity.

Classification

Financial assets comprise financial investments, loans originated, cash and cash equivalents. and other assets. Financial liabilities comprise members' voluntary shares, external loans, members deposits and payables. Equity consist of permanent shares and other reserves.

Recognition & Initial Measurement

The Credit Union recognises a financial instrument when it becomes a party to the contractual terms of the instrument. The Credit Union initially recognises loans originated and other assets on the date they are generated. At initial recognition the Credit Union measures a financial asset or liability at its fair value. Transaction cost of assets or liabilities carried at fair value through profit or loss are expensed.

Classification and subsequent re-measurement

The Credit Union has classified its financial instruments in the following measurement categories: amortised cost and fair value through profit or lost and fair value through other comprehensive income.

3. Material Accounting Policies(cont'd)

d. Financial Instruments: Classification; Recognition; Derecognition and Measurement(cont'd)

Financial investments

Financial investments consist of equity and debt instruments which are not expected to be realized within three months. These are measured at fair value through the profit or loss , amortized cost or fair value through other comprehensive income.

Loans originated

Loans provided by the Credit Union to its members are classified as loans originated. The objectives of the loan portfolio is to hold and collect contractual cash flows; the performance targets of the portfolio are determined by the compliance rate in terms of interest and principal payments and the key performance index for each portfolio is the delinquency ratio. Loans originated are measured at amortized cost less provision for expected credit loss.

Cash & cash equivalents

Cash & cash equivalents are assets that can readily be converted into cash or is similar to cash itself because these asset can be sold with little impact on their value. These instruments are measured at amortized cost.

Other assets

Other assets are sundry receivables and prepayments. These are recognized at fair value and measured at amortized cost.

Members' voluntary shares

The voluntary shares are classified as interest bearing liabilities. Interest is calculated and paid annually based on the weighted average balance on the members accounts during the year. The rate of interest is determined by the Board of Directors. Voluntary shares are initially recognized at fair value and subsequently measured at amortized cost.

3. Material Accounting Policies(cont'd)

d. Financial Instruments: Classification; Recognition; Derecognition and Measurement(cont'd)

Members' deposits

These are savings accounts held by the members of the Credit Union. These amounts are payable on demand. Interest on these accounts is calculated and paid annually. The rates of interest paid are determined by the Board of Directors. Members' deposits are classified as financial liabilities and are measured at amortized cost.

Permanent shares

This represents equity in the Credit Union which cannot be withdrawn but may be transferred to another member or repurchased by the Credit Union. These shares are classified as equity and are measured at their nominal value.

Payables & accruals

These are short term liabilities which are recognized at fair value and measured at amortized cost

e. Institutional capital

Institutional Capital includes the Statutory Reserve Fund as well as various other reserves established from time to time as is deemed necessary by the Board of Directors to support the operation of the Credit Union and thereby protect the interest of the members. These reserves are not available for distribution. The stronger the overall capital position, the easier it is for the Credit Union to deal with future uncertainties such as asset loss and adverse economic cycles.

f. Non-institutional capital

Non institutional capital are amounts approved by the members at their annual general meetings and set aside to facilitate outreach and development activities of the Credit Union.

3. Material Accounting Policies(cont'd)

g. Revenue recognition

Interest on loans

Interest on loans is recognized when interest is calculated on the outstanding balance at the beginning of each month, using the reducing balance method. When a loan is classified as impaired, recognition of interest in accordance with the original terms and conditions of the loan ceases and interest is taken into account on the cash basis.

Interest on investments

Interest income from investments is recognized on the accrual basis.

Rental income

Rental income is earned from part of the building located at 27 Parkington Plaza is recognized on the accrual basis.

Commission and Fees

Fees and commission income are recognized at fair value and subsequently measured at amortized cost.

h. Interest expense

Interest expense is recognized in the statement of profit or loss for interest bearing liabilities on the accrual basis using the weighted average method.

i. Operating expenses

Operating expenses are recognized in profit or loss upon utilization of the service or as incurred.

3. Material Accounting Policies(cont'd)

j. Allowance for loan Impairment

The Credit Union recognizes loss allowances for expected credit loss on financial assets that are debt instruments and that are not measured at fair value through other comprehensive income.

An allowance for loan impairment is established based on lifetime expected credit loss (ECL) which is the ECL that results from all possible default events over the expected life of the loan. Loans for which a lifetime ECL is recognized but which are not credit impaired are referred to as 'stage 1'. If significant increase in credit risk since initial recognition is identified, the loan moves to 'stage 2', but is not yet credit impaired. If the loan is credit impaired it moves to 'stage 3'.

The loan loss provision is derived based on a model which takes account of, among other factors, the carrying amount and the recoverable amount, being the present value of expected cash flows, including amounts recoverable from guarantees and collateral, discounted at the original effective rate of interest of the loan and the probability of default.

Provision is calculated as follows:

State 1: 12 months loan repayments for loans 30 days past due
Stage 2: Principal & interest for loans 31-90 days past due
Stage 3: Principal only for loans over 90 days past due.

Regulatory provision

In both current and prior year regulatory provisions are established for loans originated as a result of a review of the carrying value of loans in arrears and are derived based on the requirements stipulated by the Jamaica Co-operative Credit Union League Limited (JCCUL) provisioning policy of making full provision for loans in arrears over twelve months. General provisions ranging from 10 % to 60% are established in respect of loans in arrears for two to twelve months. If the regulatory provision exceeds International Financial Reporting Standards the difference is transferred to the loan loss reserve as an appropriation of undistributed surplus

3. Material Accounting Policies(cont'd)

k. Write-off

Loans are written of (either partially or in full) when there is no reasonable expectation of recovering it in its entirety or a portion thereof. This is generally the case when the Credit Union determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amount subject to write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts written off could still be subject to enforcement activities in order to comply with the Credit Union's procedures for recovery of amounts due.

4. Financial risk management

The Credit Union activities are related to the use of financial instruments which involves analysis, evaluation and management of risks. The Board of Director is responsible for the establishment of the risk management framework.

The Credit Union has exposure to the following risks from its use of financial instruments.

- Credit risk
- Liquidity risk
- Market risk

a. Credit risk

Credit risk is the risk of financial loss to the Credit Union if a member or counterparty to a financial instrument fails to meet its contractual obligations and arises primarily from the Credit Union's loans to members and debt instruments with other institutions.

Loans to members

The management of credit risk in respect of loans to members and guarantees is delegated to the Credit Committee. The Committee is responsible for oversight of the Credit Union's credit risk, including formulating credit policies, establishing the authorisation structure for the approval of credit facilities, reviewing and assessing credit risk, limiting concentration of exposure to counterparties and developing and maintaining the Credit Union's risk grading. There is a documented credit policy in place which guides the Credit Union's credit review process.

4. Financial risk management

a. Credit risk(cont'd)

Exposure to credit risk

The carrying amount of financial assets represents the maximum exposure to credit risk (before recognition of collateral held)at the end of the reporting period was:

	2025	2024
	$	$
Loans originated	1,676,126,091	1,681,455,581
Cash & cash equivalents-earning	88,439,893	87,314,857
Financial investments	390,045,647	408,045,678
Other assets	7,217,812	9,391,793
Cash & cash equivalents-non-earning	67,845,482	47,404,951
	2,229,674,925	2,233,612,860

b. Liquidity risk

Liquidity risk is the risk that the Credit Union will encounter difficulty in meeting obligations for its financial liabilities. The Credit Union's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient funds to meet its obligations when due under both normal or stressed conditions. Prudent liquidity risk management which the Credit Union uses includes maintaining sufficient cash and marketable securities, monitoring future cash flows and liquidity on a daily basis.

The Credit Union is subject to a liquidity limit imposed by the Credit Union League and compliance is regularly monitored. The key measure used by the Credit Union for managing liquidity risk is the ratio of liquid assets to total savings deposit. For this purpose, liquid assets include; loans which are expected to be repaid within the year, cash bank balances, deposits held with JCCUL and highly liquid investments which are readily converted into cash within three months. The liquid asset ratio at the end of reporting period was as follows:

4. Financial risk management(cont'd)

b. Liquidity risk

	2025 $	2024 $
Cash resources:		
Other assets	7,217,812	9,391,793
Loans originated	3,446,599	33,816,069
Cash & cash equivalents-earning	88,439,893	87,314,857
Cash & cash equivalents-non-earning	67,845,482	47,404,951
	166,949,786	177,927,670
Saving deposits and other liabilities:		
Members' voluntary shares	720,225,252	738,257,741
Member' deposits	593,759,466	837,329,754
External credit	4,887,662	1,833
Payables & accruals	35,772,028	47,941,510
	1,354,644,408	1,623,530,838
Ratio	12%	11%

The following tables presents the undiscounted contractual maturities of financial liabilities, on the basis of their earliest possible contractual maturity.

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Members' voluntary shares	738,257,741	117,878,287	69,364,912	925,500,940
Members' deposits	593,759,466	285,918,560	-	879,678,026
External loans	4,887,662	77,319,675	20,119,710	102,327,047
Payables and accruals	35,772,028	-	-	35,772,028
	1,372,676,897	481,116,522	89,484,622	1,943,278,041

4. Financial risk management(cont'd)

b. Liquidity risk(cont'd)

	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Members' voluntary shares	738,257,741	117,878,287	69,364,912	925,500,940
Members' deposits	828,201,921	-	-	828,201,921
External loans	1,833	73,375,240	-	73,377,073
Payables and accruals	47,941,510	-	-	47,941,510
	1,614,403,005	191,253,527	69,364,912	1,875,021,444

c. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. These arise mainly from changes in interest rate and equity prices and will affect the Credit Union's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk. Market risk exposures are measured using sensitivity analysis.

There has been no material change to the Credit Union's exposure to market risks or the manner in which it manages and measures the risk.

Currency risk

Currency risk is the risk that the market value of, or the cash flows from, financial instruments will vary because of exchange rate fluctuations. The Credit Union is exposed to currency risks in respect to savings account held in United States Dollars

Interest rate risk

Interest rate risk is the risk of loss from fluctuations in the future cash flows or fair values of financial instrument because of a change in market interest rates. It arises when there is a mismatch between interest-earning assets and interest-bearing liabilities which are subject to interest rate adjustments within a specified period. It can be reflected as a loss of future net interest income and/or a loss of current market values. Interest rate risk is managed by holding primarily fixed rate financial instruments. The Credit Union exposure to interest rate risk at the end of reporting period was as follows:

4. Financial risk management(cont'd)

c. Market risk (cont'd)

Interest rate risk (cont'd)

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
Assets	$	$	$	$
Loans originated	8,173,997	20,787,346	1,677,844,430	1,706,805,773
Cash & cash equivalents-earning	88,439,893	-	-	88,439,893
Financial investments	-	23,636,943	366,408,704	390,045,647
	96,613,890	44,424,289	2,044,253,134	2,185,291,313
Liabilities				
Members' deposits	593,759,466	285,918,560	-	879,678,026
Members' voluntary shares	720,225,252	127,098,574	114,741,053	962,064,879
External loans	4,887,662.00	77,319,675	20,119,710	102,327,047
	1,318,872,380	490,336,809	134,860,763	1,944,069,952
Total interest rate gap	(1,222,258,490)	(445,912,520)	1,909,392,371	241,221,361
Cumulative gap	(1,222,258,490)	(1,668,171,010)	241,221,361	-

	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
Assets	$	$	$	$
Loans originated	36,760,819	36,738,628	1,607,784,591	1,681,284,038
Cash & cash equivalents-earning	1,833	73,375,240	-	73,377,073
Financial investments	-	51,833,952	356,211,726	408,045,678
	36,762,652	161,947,820	1,963,996,317	2,162,706,789
Liabilities				
Members' deposits	837,329,754	-	-	837,329,754
Members' voluntary shares	738,257,741	117,878,287	69,364,912	925,500,940
External credit	-	73,377,073	-	73,377,073
	1,575,587,495	191,255,360	69,364,912	1,836,207,767
Total interest rate gap	(1,538,824,843)	(29,307,540)	1,894,631,405	326,499,022
Cumulative gap	(1,538,824,843)	(1,568,132,383)	326,499,022	-

5. Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Credit Union's processes, personnel, technology and infrastructure and from external factors other than financial risks such as arising from legal and regulatory requirements and generally accepted standards of corporate behaviour. The primary responsibility for the development and implementation of control to identity operational risk is assigned to the Board of Directors. This responsibility is supported by overall co-operative standards for the management of operational risk in following areas:

Requirements for periodic assessment of operational risk faced, and the adequacy of controls and procedure to address the risks identified.

Requirements for the appropriate segregation of duties, including the independent authorisation of transactions;

Compliance with regulatory and other legal requirements;

Documentation of controls and procedures;

Requirements for the reporting of operational losses and proposed remedial action;

Development of contingency plans;

Ethical and business standards;

Risk, mitigation, including insurance where this is effective;

Compliance with the Credit Union's policies is supported by a programme of periodic reviews;

Capital management

The Credit Union's objective when managing capital is to safeguard the Credit Union's ability to continue as a going concern. The Credit Union defines its capital as permanent shares, institutional capital and special reserve. Its dividend pay-out takes into account the maintenance of an adequate capital base. The Credit Union is required by the Jamaica Co-operative League Limited to maintain its capital ratio at a minimum of 10 % of total assets. At the end of the reporting period, the ratio was 13% (2024:-13%) which is in compliance with the requirements.

Insurance

The Credit Union has in place the following insurance coverage which are deemed adequate:

- Fidelity bond
- Life savings & loan protection
- General all risks

5. Operational risk

Related party balances

At December 31, 2025, members of the Credit Union's Board of Directors, Committee members and staff had savings and loans as stated below:

	2025	2024
	$	$
Savings	24,168,741	16,464,655
Loans (inclusive of interest)	57,676,950	26,937,075

During the year, no director nor committee member received any loan which necessitated a waiver of the loan policy.

Collaterals

The Credit Union holds collateral against loans to members in the form of mortgage interest over property, lien over motor vehicles, other registered securities over assets, hypothecation of shares held in the Credit Union and guarantees. Estimates of fair values are based on value of collateral assessed at the time of borrowing and are generally not updated except when a loan is individually assessed as impaired.

Staff Complement

	2025	2024
Number of persons employed		
Full time	22	23
	24	23

5. Operational risk

Comparison of general ledger and members' ledger balances

	2025			
	Permanent Shares	Voluntary Shares	Deposits	Loans
		$	$	$
Balance as per general ledger	28,253,505	925,500,940	874,868,096	1,681,284,038
Balance as per members' ledger	28,373,906	925,500,940	875,888,096	1,681,284,038
Differences	(120,401)	-	-	-

	2024			
	Permanent Shares	Voluntary Shares	Deposits	Loans
		$	$	$
Balance as per general ledger	28,373,906	925,500,940	828,201,921	1,681,284,038
Balance as per members' ledger	28,373,906	925,500,940	828,201,935	1,681,284,038
Differences	-	-	(14)	-

6. Financial investments

	2025	2024
Non-current	$	$
Equity Instruments-Unquoted-FVTPL	22,069,351	6,104,088
Debt Instruments-FVTOCI	14,467,030	97,621,366
Debt Instruments-FVTPL	299,872,323	212,486,272
Debt Instruments-Amortized cost	30,000,000	40,000,000
	366,408,704	356,211,726
Current		
Debt Instruments-Amortized cost	20,000,000	34,824,836
Debt Instruments-FVTPL	-	15,000,000
Interest receivable	3,636,943	2,009,116
	23,636,943	51,833,952

7. Loans originated

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying Value
Principal	8,173,997	20,787,346	1,677,844,430	1,706,805,773
Interest Receivable	-	-	10,628,255	10,628,255
Less expected credit loss	(4,727,398)	(673,412)	(35,907,127)	(41,307,937)
Carrying value	3,446,599	20,113,934	1,652,565,558	1,676,126,091

	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying Value
	$	$	$	$
Principal	36,760,819	36,738,628	1,607,784,591	1,681,284,038
Interest receivable	-	-	6,403,044	6,403,044
Less expected credit loss	(2,944,750)	(3,286,751)	-	(6,231,501)
Carrying value	33,816,069	33,451,877	1,614,187,635	1,681,455,581

Movement in loan loss provision

	2025	2024
	$	$
Allowance for loan loss at the beginning of year	6,231,501	7,839,871
(Decrease) /Increase in provision based on ECL calculations	35,076,436	(1,608,370)
	41,307,937	6,231,501

Provision for loan loss

The credit union provides for loan loss using the expected credit loss model. At the end of reporting period the provision for loan loss was as follows:

		2025	
Stages	Aging	Number of Loans	Expected Credit Loss
			$
Stage 1	1-30 days	1484	6,319,893
Stage 2	31-89 days	48	1,235,594
Stage 3	Over 90 days	108	33,752,450
Total		1640	41,307,937

7. Loans originated(cont'd)
   Provision for loan loss(cont'd)

		2024	
Stages	Aging	Number of Loans	Expected Credit Loss
			$
Stage 1	1-30 days	1698	2,944,750
Stage 2	31-89 days	19	498,080
Stage 3	Over 90 days	39	2,788,671
Total		1756	6,231,501

Provision required by the rules of the Jamaica Co-operative Credit Union League Limited are stated below for comparative purposes.

	2025			
Months in Arrears	Total Number of loans	Total Delinquent loans	Provision	
		$	$	%
2-3 months	8	3,219,763	321,976	10%
4-6 months	7	9,700,981	2,910,294	30%
7- 12 months	24	22,296,102	13,377,661	60%
Over 12 months	3	239,311	239,311	100%
Total	42	35,456,158	16,849,243	

	2024			
Months in Arrears	Total Number of loans	Total Delinquent loans	Provision	
		$	$	%
2-3 months	11	10,341,770	1,034,177	10%
4-6 months	5	477,420	143,226	30%
7- 12 months	14	19,802,147	11,881,288	60%
Over 12 months	78	60,931,677	60,931,677	100%
Total	108	91,553,014	73,990,368	

8. Property, plant & equipment

	Land & Building	Furniture, Fixtures & Fittings	Office Equipment	Computer	Total
At cost	$	$	$	$	$
December 31, 2023	17,047,906	5,640,830	16,346,692	42,782,083	81,817,511
Acquisitions	507,800	415,278	614,575	4,287,325	5,824,978
December 31, 2024	17,555,706	6,056,108	16,961,267	47,069,408	87,642,489
Acquisitions	-	242,398		1,053,718	1,296,116
Disposal	-	-	(1,770,849)	-	(1,770,849)
December 31, 2025	17,555,706	6,298,506	15,190,418	48,123,126	87,167,756
Accumulated depreciation					
December 31, 2024	5,593,299	4,111,432	13,349,773	13,023,024	36,077,528
Charge for the year	-	192,459	341,415	482,397	1,016,271
December 31, 2024	5,593,299	4,303,891	11,961,505	13,505,421	37,093,799
Charge for the year	877,786	164,882	601,384	870,714	2,514,766
Depreciation retired	-	-	(1,729,683)	-	(1,729,683)
December 31, 2025	6,471,085	4,468,773	12,562,889	14,376,135	37,878,882
Carrying value					
December 31, 2025	11,084,621	1,829,733	2,627,529	33,746,991	49,288,874
December 31, 2024	11,962,407	1,752,217	4,999,762	33,563,987	50,548,690

9. Intangible assets

	2025	2024
	$	$
Computer software	4,370,615	-
Amortization	(632,065)	
	3,738,550	-

10. Cash & cash equivalents -earning

	2025	2024
	$	$
Bank Accounts	41,446,029	38,885,301
Short- term Investment	46,993,864	48,429,556
	88,439,893	87,314,857

11. Other Assets

	2025	2024
	$	$
Withholding tax	4,115,755	4,115,755
Prepaid expense	3,102,057	2,768,398
Security deposit	-	2,507,640
	7,217,812	9,391,793

12. Cash & cash equivalents-non-earning

	2025	2024
	$	$
Cash in hand	404,154	426,373
Cash at bank	67,441,328	46,978,578
	67,845,482	47,404,951

13. Permanent Shares

	2025	2024
	$	$
Balance January 1,	28,373,906	27,016,009
(Less)/add subscription	(120,401)	1,357,897
	28,253,505	28,373,906

14. Institutional capital

	2025	2024
	$	$
Balance January 1,	265,845,992	265,842,570
Entrance fees	2,968	3,422
	265,848,960	265,845,992

15. Non-institutional capital

	2025	2024
	$	$
General reserves	3,000,000	3,000,000
Gain on investments	38,117,064	30,907,794
Share transfer fund	1,388,141	601,290
General reserve	-	73,610,686
Loan loss reserve	-	67,758,867
	42,505,205	175,878,637

16. Accumulated deficit

	2025	2024
	$	$
Balance at January 1,	(77,477,053)	(46,254,178)
Current year deficit	(38,997,419)	(13,749,068)
Prior year adjustment-accrued expenses	-	(17,473,807)
Transfer from general reserve	73,610,686	-
	(42,863,786)	(77,477,053)

17. Members' Voluntary Shares

2025			
Within 3 months	3 to 12 months	Over 12 months	Carrying value
Current		Non-current	
$	$	$	$
720,225,252	127,098,574	114,741,053	962,064,879

2024			
Within 3 months	3 to 12 months	Over 12 months	Carrying value
Current		Non-current	
$	$	$	$
738,257,741	117,878,287	69,364,912	925,500,940

18. External loans

	2025	2024
	$	$
Sagicor Life Jamaica Limited	48,098,632	48,101,919
Guardian Life Jamaica Limited	25,275,104	25,275,154
Jamaica Co-operative Credit Union League Limited	28,953,311	-
	102,327,047	73,377,073
Amount payable after one year	20,119,710	-
Amount payable within one year	82,207,337	73,377,073
	102,327,047	73,377,073

Loan from Sagicor Life Jamaica Limited matures November 2026 and is secured by Building located at 27, Parkington Plaza, Kingston 10 and bears an interest rate of 2.25% per annum.

Loan from Guardian life Limited matures August 2026 and is secured by deposits held at Credit Union Fund Management Company Limited and bears an interest of 5 % per annum.

Loan from Jamaica Co-operative Credit Union Limited matures May 22, 2027is unsecured. It bears an interest rate of 7.5 %

19. Members' deposits

	2025			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Regular deposits	335,463,783	183,429,099		518,892,882
Term deposits	253,485,753	102,489,461	-	355,975,214
Accrued interest	4,809,930	-	-	4,809,930
	593,759,466	285,918,560	-	879,678,026

19. Members' deposits

	2024			
	Within 3 months	3 to 12 months	Over 12 months	Carrying value
	$	$	$	$
Regular deposits	708,669,956	-	-	708,669,956
Term deposits	119,531,965	-	-	119,531,965
Accrued interest	9,127,833	-	-	9,127,833
	837,329,754	-	-	837,329,754

20. Deferred income

	2025	2024
	$	$
Amortized fees	9,116,485	7,390,791
	9,116,485	7,390,791

21. Payables & accruals

	2025	2024
	$	$
Accrued expenses	23,591,888	28,669,071
Audit fees	1,505,350	1,368,700
Death claims	4,051,893	2,640,167
General Consumption Tax	1,189,152	1,931,873
Withholding tax	2,128,396	3,159,788
QNET	1,070,201	1,300,863
Honoraria	374,188	374,188
Other payables	1,367,310	7,988,086
Premiums payable	192,233	207,357
Security deposit	301,417	301,417
	35,772,028	47,941,510

22. Staff cost

	2025	2024
	$	$
Salaries and allowances	114,862,926	110,930,970
Staff training	989,068	1,067,895
Travelling	230,610	324,278
Staff welfare	348,826	-
Pension	8,133,730	7,254,093
	124,565,160	119,577,236

23. Administrative expenses

	2025	2024
	$	$
Amortization	632,065	-
Audit fee	2,150,500	1,955,000
Depreciation	2,514,766	1,016,271
Donation	226,000	388,734
Electricity	4,342,159	4,364,566
Insurance	6,990,285	7,242,542
FIP expenses	2,068,888	1,945,295
Office expenses	4,520,396	5,834,140
Office rental	1,812,998	2,037,006
Professional fees	14,060,509	11,944,417
Repairs and maintenance	2,140,394	4,088,518
Security	4,268,430	3,499,013
Software maintenance	2,036,978	-
Telephone and postage	4,315,277	7,981,633
Water	352,321	394,284
	52,431,966	52,691,419

24. Promotion expenses

	2025	2024
	$	$
Advertising and promotion	5,180,262	4,967,296
	5,180,262	4,967,296

25. Representation & Affiliation expenses

	2025	2024
	$	$
League fees	4,608,323	4,409,300
Stabilization dues	2,644,246	2,517,751
Seminars & meetings	4,551,332	4,985,075
	11,803,901	11,912,126

26. Finance cost

	2025	2024
	$	$
Interest on external credit	4,901,996	1,953,510
Bank charges	1,697,134	4,370,815
	6,599,130	6,324,325